IDENTIFIED DISTRIBUTORS/NETWORKS

ISSUE/OPPORTUNITY

- IDENTIFIED DISTRIBUTORS/NETWORKS OFFER RJR THE UNIQUE OPPORTUNITY TO BE ON THE LEADING EDGE IN DEVELOPING NEW STRATEGIES, PROGRAMS, AND SERVICES.

OBJECTIVES

- DEVELOP/TEST INNOVATIVE PROGRAMS/SERVICE CONCEPTS TO BUILD RJR VOLUME/SOM.

STRATEGY

- EVALUATE CURRENT UNITED WHOLESALE "INNER CITY" VAN PROGRAM TEST TO DETERMINE EXPANSION FEASIBILITY.

51855 4504

Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

IDENTIFIED DISTRIBUTORS/NETWORKS

- DEVELOP AND TEST A CO-MARKETING PROGRAM FOR WAM (WHOLESALE AND MANUFACTURERS) DISTRIBUTOR GROUP.

✓ -MINTER-WEISMAN	-COOPER-BOOTH
-SOUTHCO DIST.	✓ -AXTON CANDY & TOBACCO
-CITY WHOLESALE	-A.E. WEASE DIST.
✓ -CHAS. M. SLEDD CO.	-GEM STATE DIST.
✓ -PINE STATE TOBACCO	-CASH WA DIST.
-HAGMAN INC.	✓ -MOUNTAIN/SERVICE
-CITY SALES INC.	-PETER P. DENNIS

✧NOTE: - COMBINED GROUP REPRESENTS $ 122 MILLION 1994 RJR NET DOLLAR PURCHASES (8TH LARGEST DIRECT BUYING CUSTOMER).
- EMPLOYES 342 SALES PERSONNEL.
- SELLS TO APPROXIMATELY 10,400 RETAIL STORES.

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- DEVELOP AND TEST A CO-MARKETING PROGRAM FOR ND NET (NATIONAL DISTRIBUTION NETWORK) DISTRIBUTOR GROUP
  - -S. ABRAHAM & SON
  - -J.T. DAVENPORT

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

IDENTIFIED DISTRIBUTORS/NETWORKS

-MILLER & HARTMAN
-HARRISON COMPANY
-GARBER BROS.
-J. LESTER
-MACKOUL DISTRIBUTORS

✧ NOTE: -COMBINED GROUP REPRESENTS $193 MILLION 1994 RJR NET DOLLAR PURCHASES (5TH LARGEST DIRECT BUYING CUSTOMER).
-SELLS TO APPROXIMATELY 9,500 RETAIL STORES.

- EVALUATE AND DEVELOP APPROPRIATE PROGRAMS FOR THE NATIONAL DISTRIBUTOR ALLIANCE GROUP

-COREMARK
-EBY BROWN
-ELI WITT
-NCC (STOMEL)

✧ NOTE: - COMBINED GROUP REPRESENTS $614 MILLION 1994 RJR NET DOLLAR PURCHASES
(2ND LARGEST DIRECT BUYING CUSTOMER).

Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION

ISSUE/OPPORTUNITY

RJR DOES NOT HAVE A FORMALIZED TRADE COMMUNICATION PLAN TO ENSURE TOTAL WHOLESALE AND RETAIL INTEGRATION INTENDED TO REINFORCE OR CHANGE BEHAVIOR

OBJECTIVES:

DEVELOP AN INTEGRATED APPROACH TO COMMUNICATING WITH THE TRADE THAT:

- ENSURES DESIRED BEHAVIOR IS OBTAINED (RJR AND CUSTOMERS)
- ENSURES CONSTANT AND CONSISTENT COMMUNICATION WITH CUSTOMERS (WHOLESALE AND RETAIL) TO:
  - REINFORCE TRADE MARKETING VISION AND CORE PRINCIPLES
  - UNDERSTANDING OF BUSINESS PLANS (CURRENT AND STRATEGIC) FOR RJR/CUSTOMERS
  - SELL CIGARETTES

Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COM...UNICATION

STRATEGIES

- DEVELOP AN INTEGRATED PLAN THAT MEETS OBJECTIVES IN THE FOLLOWING KEY AREAS:
  - -PRINT COMMUNICATION VEHICLES
  - -BUSINESS MEETINGS (ADVISORY COUNCILS)
  - -CONVENTIONS (NATIONAL AND STATE)
  - -CUSTOMER TRADE SHOWS (WHOLESALER & RETAIL)
  - -CUSTOMER ENTERTAINMENT

- ANALYZE AND EVALUATE AN ORGANIZATION STRUCTURE THAT IS REQUIRED TO MEET AGREED STRATEGY/OBJECTIVES

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION
(PRINT MEDIA)

ISSUE: UTILIZATION OF TRADE (PRINT) COMMUNICATION LACKS A TOTAL INTEGRATED "ALLIANCE APPROACH TO THE RETAIL AND WHOLESALE TRADE.

OBJECTIVE: CONSISTENTLY REINFORCE THE TRADE MARKETING VISION AND CORE PRINCIPLES TO INCLUDE OUR COMPANY'S PHILOSOPHICAL APPROACH OF PROGRAMS, PRODUCTS, AND PEOPLE TO THE TRADE.

STRATEGY:

CONTINUE TO COMMUNICATE THROUGH TRADE PRINT MEDIA WITH EMPHASIS ON THE FOLLOWING:

- TARGET COMPANY'S RESOURCES IN THOSE TRADE PUBLICATIONS THAT HAVE THE BEST OPPORTUNITY TO IMPACT OUR BUSINESS WITH PRIORITY ON CORE PRINCIPLES OF THE WHOLESALE AND C-STORE DISTRIBUTION COMMUNITY.

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION
(PRINT MEDIA)

- COMMUNICATE NEW TRADE PROGRAMS, REVISE TRADE PROGRAMS, NEWSWORTHY EVENTS (NEW BRANDS), AND EDITORIAL OPPORTUNITIES FOR EXECUTIVE MANAGEMENT TO POSITION OR REPOSITION OUR LONG TERM TRADE INITIATIVES.

- SUPPORT OF EXTERNAL RELATIONS AND ISSUES THAT CAN IMPACT THE INDUSTRY'S ABILITY TO MEET VOLUME AND SALES OBJECTIVES.

- INCREASED PARTICIPATION LEVEL AT FOCUS GROUPS AND TOP TO TOP CUSTOMER MEETINGS PROVIDED BY TRADE PUBLICATIONS.

- EVALUATE OPPORTUNITIES OF DIRECT MAIL COMMUNICATION AS A MORE PERSONALIZED, EFFECTIVE AND IMPACTFUL WAY OF COMMUNICATING OUR TRADE PROGRAMS TO THE WHOLESALE/RETAIL COMMUNITY.

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION
(NATIONAL, STATE & LOCAL CONVENTIONS)

ISSUE/OPPORTUNITY: NATIONAL, STATE AND LOCAL CONVENTIONS OFFER RJRT AN OPPORTUNITY TO EFFECTIVELY POSITION OUR PROGRAMS, PRODUCTS, PEOPLE, AND TRADE PARTNERSHIP PHILOSOPHY WITH OUR CUSTOMERS.

OBJECTIVE: ENSURE PARTICIPATION/SPENDING LEVELS ARE CONSISTENT WITH COMPANY OBJECTIVES AS IT RELATES TO INTERFACING WITH OUR CUSTOMERS.

STRATEGY:

- PRIORITIZE OUR PARTICIPATION LEVEL AT CONVENTIONS THAT OFFER US THE BEST OPPORTUNITY TO IMPACT OUR BUSINESS WITH EMPHASIS ON WHOLESALE AND C-STORE TRADE SEGMENTS.

- MAXIMIZE OUR EFFORT AT EACH TRADE CONVENTION THROUGH GREATER EMPHASIS ON THE FOLLOWING:

  -CUSTOMER MEETINGS
  -ROUNDTABLE DISCUSSIONS
  -SPEAKING OPPORTUNITIES (TRUE CATEGORY ADVISOR)
  -TARGETED SOCIAL FUNCTIONS (PRIORITIZED CUSTOMER BASED)
  -PERSONAL SELLING/CONVERSION

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION
(NATIONAL, STATE & LOCAL CONVENTIONS)

-EXTERNAL RELATIONS

-LEVERAGE NATIONAL, STATE AND LOCAL TRADE ASSOCIATIONS IN SUPPORT OF EXTERNAL RELATIONS AND ISSUES THAT CAN IMPACT THE INDUSTRY'S VOLUME AND SALES OBJECTIVES.

DEVELOPMENT PROJECT

IDENTIFY MAJOR TRADE SHOWS (NON-TOBACCO RELATED i.e., COMDEX (240,000 ATTENDEES) AND CREATE A LOUNGE CONCEPT FOR SMOKERS WHERE RJRT COULD MAXIMIZE PERSONAL SELLING/CONVERSION OPPORTUNITIES.

Discuss use of Team Nabisco member as speaker at NYACKT. Spring show 1996

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION
WHOLESALE AND RETAIL CUSTOMER TRADE SHOWS

ISSUE/OPPORTUNITY

CURRENT WHOLESALE /RETAIL TRADE SHOW PROGRAM LACKS CONSISTENCY AND OFFERS NO REAL OPPORTUNITY FOR IMPACTING RJR VOLUME/CUSTOMER RELATIONS.

OBJECTIVES

DEVELOP A TRADE SHOW PROGRAM WHICH OFFER FIELD SALES A SIMPLE AND CONSISTENT APPROACH TO IMPACT RJR VOLUME/RELATIONS AT IDENTIFIED EVENTS.

STRATEGY

- ATTEND ONLY FUNCTIONS IN WHICH DIRECT ACCOUNT/RETAILER IS CONSIDERED AN RJR FULL PARTNER (EDLP).
- OFFER PROMOTIONAL PROGRAMS CONSISTENT WITH NATIONAL BRAND FOCUS (EXCLUSIVELY FOR TRADE SHOWS).
- PROGRAM MUST CREATE ELEMENT OF EXCITEMENT (DOOR PRIZES, ETC.)
- RJR TOBACCO/NABISCO SHOULD WORK IN CONCERT WHEN ATTENDING THESE TRADE SHOWS (BOOTH POSITIONING, ETC.).
- WHOLESALERS MUST BE WILLING TO PROVIDE SEPARATE BOOTH SPACE FOR WORKING RJR PRIVATE LABEL.

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION
(ADVISORY COUNCIL MEETINGS)

OBJECTIVE:

Solicit customer input to:

- Assist in providing information for new/revised programs
- Identify trade viewpoint on the positives and negatives of current programs.
- Assist in identifying key issues in their class of trade or by individual "type" of customer
- "Tap" the ideas/viewpoints of thought leaders on what the future vision will be relative to:
  - -Business environment
  - -Competitive issues
- Group must be candid, open, and bring a sense of reality

ADVISORY COUNCILS MEETINGS
WHOLESALE/RETAIL CHANNELS-CLASS OF TRADE

WHOLESALE		RETAIL		TECHNOLOGY COUNCIL
CLASS	**CLASS**	**CLASS**	**CLASS**	**CLASS**
C/T	WHOLESALE GROCERY	C-STORES/GAS	SUPERMARKET	WHOLESALE AND RETAIL
TYPE MEETING	**TYPE MEETING**	**TYPE MEETING**	**TYPE MEETING**	**TYPE MEETING**
FORMAL	STRUCTURED-START INFORMAL	STRUCTURED START INFORMAL	STRUCTURED START INFORMAL	STRUCTURED START INFORMAL

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION
(BUSINESS MEETINGS)

OBJECTIVES

- ORGANIZATION/PERSONNEL FAMILIARITY (RJR/CUSTOMERS)
- BROAD COMPANY GOALS (RJR/CUSTOMERS)
- WHAT IS IMPORTANT TO RJR/CUSTOMER
- KEY BUSINESS ISSUES
- DEVELOP JOINT BUSINESS PLANS (SHORT/LONG TERM)
- BUSINESS REVIEW/TRENDS (MINIMUM TIME)
- ACTION PLAN/NEXT STEPS

WHO - TOP CUSTOMERS (WHOLESALE AND RETAIL COMBINATION) BY SALES AREA

RJR ATTENDEES - 1-10 NATIONAL (AVP AND UP)
- (AVP AND AND BELOW) BY SALES AREA

NOTE: THE MANAGER WITH ACCOUNT RESPONSIBILITY MUST ATTEND.

WHEN - ANNUALLY AT MINIMUM

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

TRADE COMMUNICATION

(AD HOC - ROUNDTABLE TYPE PARTICIPATION/DISCUSSION BUSINESS MEETINGS)

OBJECTIVE

IDENTIFY OPPORTUNITY AREAS AND "PLAY A ROLE" AS APPROPRIATE TO:

- GAIN A LEARNING OF INDUSTRY ISSUES/OPPORTUNITIES
- PROVIDE A FORUM TO KEEP "TOP OF MIND" TO CUSTOMER THAT RJR IS RECOGNIZED AS THE "CATEGORY ADVISOR"

TYPE OF FORUM

ROUNDTABLE DISCUSSIONS CREATED DURING NATIONAL/STATE ASSOCIATION CONVENTIONS/MEETINGS AND/OR TRADE JOURNAL FOCUS GROUPS:

- SOUTHERN ASSOCIATION OF WHOLESALE DISTRIBUTORS (SAWD)
- U. S. DISTRIBUTION JOURNAL/C-STORE NEWS/CANDY WHOLESALER
- AWMA/NACS

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000

WHOLESALE PRIORITY/PARTNERSHIP LEVEL DESIGNATION

ISSUE/OPPORTUNITY

- WHOLESALE PRIORITY AND PARTNERSHIP LEVEL HAVE NOT BEEN CLEARLY DEFINED AND CONSISTENTLY APPLIED.

OBJECTIVE

- DEVELOP A METHODOLOGY THAT PROVIDES THE OPPORTUNITY TO APPLY TIME, DOLLAR, AND MANAGEMENT RESOURCES TO WHOLESALERS.
- ATTEMPT TO APPROACH CONSISTENT WITH RETAIL, WHERE APPLICABLE.

STRATEGY

WHOLESALER DESIGNATION

- A= MAJOR PLAYER - A CUSTOMER IN THE TOBACCO CATEGORY THAT CAN HAVE A SIGNIFICANT IMPACT ON RJR MARKET PLACE PERFORMANCE TODAY AND IN THE FUTURE.
- B= TRANSITIONAL PLAYER - A CUSTOMER THAT IS A PLAYER TODAY ONLY , AND WILL HAVE LESS IMPACT ON RJR MARKETPLACE PERFORMANCE IN THE FUTURE.
- C= TRANSITIONAL PLAYER - A CUSTOMER THAT IS LESS OF A PLAYER TODAY THAT CAN HAVE MORE IMPACT ON RJR MARKETPLACE PERFORMANCE IN THE FUTURE.
- D= NON-PLAYER - A CUSTOMER THAT IS NOT A PLAYER TODAY OR IN THE FUTURE.

WHOLESALE PARTNERSHIP LEVEL DESIGNATION

- TOTAL PARTNER-TBD
- NON-PARTNER - TBD

✧ NOTE: BE CONSISTENT WITH RETAIL DESIGNATIONS

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Source: https://www.industrydocuments.ucsf.edu/docs/pqhn0000